

Second Edition

Gift of the President

NATIONAL CONFERENCE ON WAR ECONOMY

**BUDGETS, THRIFT, AND ECONOMY
IN PUBLIC EXPENDITURES**

**Under the Joint Auspices of the Academy of Political
Science and the Bureau of Municipal Research
with the co-operation of the National
Municipal League**

Wednesday and Thursday, June 5 and 6, 1918

NEW YORK

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FOR CONFERENCE

R. FULTON CUTTING, Chairman

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FIRST SESSION

Wednesday Evening, June Fifth

Eight-fifteen o'clock

HORACE MANN AUDITORIUM, COLUMBIA UNIVERSITY
N. E. Corner 120th Street and Broadway

Executive Leadership in a Democracy

Presiding Officer

R. FULTON CUTTING, Chairman, Board of Trustees, Bureau
of Municipal Research

Introductory Address by the Presiding Officer

Address of Welcome

Nicholas Murray Butler, President of Columbia University.

Recent Growth of Executive Leadership

Frederick A. Cleveland, Industrial Service and Equipment Company, Boston.

Symposium on Executive Responsibility for War Economy

Martin G. Brumbaugh, Governor of Pennsylvania; Frank O. Lowden, Governor of Illinois; Emerson C. Harrington, Governor of Maryland, and other war governors will speak briefly of the war work of their respective state governments.

Discussion

Richard S. Childs.

SECOND SESSION

Thursday Morning, June Sixth

Ten-thirty o'clock

BELVEDERE ROOM, HOTEL ASTOR

War Economy in Financing Local Governments

Presiding Officer

MORTIMER L. SCHIFF, of Kuhn, Loeb & Company
New York City

Introductory Address by the Presiding Officer

The Pay-as-You-Go Policy in New York City

Charles L. Craig, Comptroller of the City of New York

Capital Issues for State and Municipal Debts and their Relation to War Financing

Paul M. Warburg, Vice-Governor, Federal Reserve Board

Discussion of the General Topic

Howard L. McBain, Professor of Municipal Administration in Columbia University

Arthur M. Anderson of the Staff of J. P. Morgan & Company.

THIRD SESSION

(Luncheon Meeting)

Thursday, June Sixth

One o'clock

GRAND BALL ROOM, HOTEL ASTOR

The Government as Employer

Brief addresses by representative labor leaders and government officials who have to do with the mobilization of labor, personnel of the government service, the settlement of wage schedules and the determination of a general labor policy with respect to industrial man power in the war.

Thomas B. Love, Assistant Secretary of the Treasury

Felix Frankfurter, Assistant Labor Administrator

W. S. Carter, of the U. S. Railroad Administration

Hugh Frayne, representing the War Industries Board and American Federation of Labor

V. Everit Macy, Chairman of the Shipbuilding Labor Adjustment Board, and others will participate

Admission to luncheon meeting for ladies and gentlemen will be by ticket (Price \$2.00), purchased in advance on application by mail addressed to the Academy of Political Science, 509 Kent Hall, Columbia University, New York City. Tables seating ten persons may be reserved for Twenty Dollars. Reservations for these tables will be made in the order of receipt of applications accompanied by checks. Other tables will be kept open for those attending singly or in groups of less than ten. No seats can be reserved at the open tables.

FOURTH SESSION

Thursday, June Sixth

BELVEDERE ROOM, HOTEL ASTOR

Three o'clock

The New Era in Budgets

Presiding Officer

VICTOR MORAWETZ

Introductory Address by the Presiding Officer

First Steps Toward a Budget System

W. F. Willoughby, Director of the Institute for Government Research, Washington, D. C.

The New Jersey Budget Law

Arthur N. Pierson, Majority Leader, New Jersey Assembly, and Chairman, Commission for the Survey of Municipal Financing of New Jersey.

Budget Re-organization in Illinois

Frank O. Lowden, Governor of Illinois

The First State Executive Budget

Emerson C. Harrington, Governor of Maryland

Discussion

Dr. F. A. Cleveland

Hon. Medill McCormick

ADDITIONAL MEETINGS

In connection with the National Conference on War Economy the National Municipal League, in addition to co-operating with the Academy of Political Science and the Bureau of Municipal Research in the sessions of the Conference, will hold its Annual Meeting at Greenwich House, 29 Barrow Street, near Seventh Avenue and Third Street, Wednesday morning, June 5th, at 10 a. m., to be followed by a luncheon meeting at Greenwich House at 1 p. m., and a joint session with the Governmental Research Conference and the Civic Secretaries' Conference at 3 p. m., at Greenwich House.

The Governmental Research Conference, composed of representatives of Municipal Research Bureaus and similar organizations throughout the country will hold a meeting at Greenwich House, June 5th, at 10 a. m., and a joint session with the National Municipal League at 3 p. m.

The Civic Secretaries' Conference will also meet at Greenwich House, June 5th, at 10 a. m., and in joint session with the National Municipal League at 3 p. m.

Persons in attendance at the National Conference on War Economy are invited to attend these meetings, for which no cards of admission are necessary.

CLOSING DINNER CONFERENCE

A Joint Dinner Conference will be held at the City Club, 55 West 44th Street, on Thursday evening, June 6th, at 7 p. m., to discuss "New Duties of City and State Governments in War Times." This gathering will be informal. Brief speeches from a number of persons in attendance at the various conferences and meetings of the two previous days.

A limited number of cards of admission to this dinner conference will be available for ladies and gentlemen at \$2.00 per person on application to the Academy of Political Science, 509 Kent Hall, Columbia University.

DELEGATIONS

At the date of the printing of this program official delegates had been appointed by the Governors of the States of

Connecticut
Kansas
Indiana
Illinois
Maryland
Michigan
Nebraska
Nevada
New Jersey
Ohio
Pennsylvania
Virginia
West Virginia

and by the Mayors of the following cities:

Newark, N. J.
New York City, N. Y.
Portland, Ore.
Reading, Pa.
Salt Lake City, Utah
Scranton, Pa.
Syracuse, N. Y.
Yonkers, N. Y.

The following organizations also had appointed delegates:

Chamber of Commerce, Birmingham, Ala.

Oakland Chamber of Commerce, Oakland, Cal.

National Federation of Federal Employees, Washington, D. C.

Washington Chamber of Commerce, Washington, D. C.

Maine State Board of Trade, Bangor, Me.

Springfield Chamber of Commerce, Springfield, Mass.

Federal Council of Churches, New York City.

Staten Island Civic League, Staten Island, N. Y.

United Cloth Hat and Cap Makers of North America, New
York City.

Chamber of Commerce, Massillon, Ohio.

Sherman Chamber of Commerce, Sherman, Texas.

Milwaukee Association of Commerce, Milwaukee, Wisc.

REGISTRATION FOR THE NATIONAL CONFERENCE

Please invite your friends and persons whose co-operation in the patriotic work of the Conference you deem valuable to attend and apply for registration cards, or send us the names and addresses of those to whom you would like registration cards sent.

HOTEL ACCOMMODATIONS

Headquarters for the National Conference on War Economy will be the Hotel Astor, Forty-fifth Street and Broadway. Single rooms, without bath, \$2.50 and \$3.00; double, without bath, \$4.00; single, with bath, \$4.00 to \$7.00; double, with bath, \$5.00 to \$8.00.

The Joint Committee on Arrangements desires to urge upon those attending the importance of engaging accommodations well in advance upon application to the management of the Hotel Astor.

REPORT OF THE CONFERENCE

A full report of the papers, addresses and discussions at the National Conference on War Economy will be published by the Academy of Political Science as a forthcoming volume of its *Proceedings*. This volume will be sent free to all members of the Academy and may be purchased by non-members at \$1.50 on order addressed to the Academy.

THE ACADEMY OF POLITICAL SCIENCE

The Academy of Political Science, founded in 1880, is an organization whose object is the cultivation of the political sciences and their application to the solution of social and political problems. It seeks to educate public opinion by meetings and two serial publications—The Political Science Quarterly, with Supplements, and The Proceedings of the Academy—which are sent free to all members.

THE BUREAU OF MUNICIPAL RESEARCH

The Bureau of Municipal Research was established in January, 1906, and incorporated in May, 1907, to promote efficient and economical municipal government. It has contributed the results of painstaking research and scientific methods to the work of public officials in over 100 cities of the United States, of several State governments and various departments of the Federal Government.

R. FULTON CUTTING,

Chairman, Joint Committee on Arrangements.

507 Kent Hall, Columbia University, New York.

The Academy of Political Science in the City of New York

KENT HALL, COLUMBIA UNIVERSITY
116th STREET and AMSTERDAM AVE.

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